

## GROUP 1

### CHARACTERISTICS OF SUCCESSFUL COLLABORATIVE EFFORTS

- ✓ Open Minded
- ✓ Trust
- ✓ Compromise
- ✓ Inclusive
- ✓ Follow-Thru
- ✓ Shared Goals & Values
- ✓ Personal Contact
- ✓ All In
- ✓ Outreach
- ✓ Respectful
- ✓ Eggs in Check

### CHALLENGES

- Public Buy-In
  - Differing Opinions
- What's the public?
- Who do I even talk to?
  - (@ Different agencies)
- Understanding how a org/agency operates
- Time
- Measuring Success
  - Could Jeopardize Future Funding
- Prioritize Projects Across the State
- Keeping the Momentum Going
- Dealing / Working w/ Bureaucracy
- Understanding all of the elements of the equation
- Following regulations in order to ensure safety causes frustration for public
- Red tape
- Working w/ people from different backgrounds with different priorities
- Key people leave or retire
  - Change in personnel
- Positions vs. interests
- Effective Mitigations are expensive
- Other options haven't been tested
  - Harder to get \$ without good data
- Funding for education, outreach, monitoring, etc.

- Look @ long-term needs & putting together a plan of action to reach milestones
- Getting agreement on priorities
  - Finding short term wins
- Enforcement
  - Entrapment (Related to speed limits)
- Wyoming Plan, not just benefitting
- State agencies can't take private money
  - Mechanisms to leverage private funds
- Lack of Support
- Embrace Technology
- Liability

### **CHALLENGE CATEGORIES**

- Financial / Funding
- Scientific Data /Knowledge
- Partnerships
- Outcomes
- Bureaucracy
- Outreach
- Respectful Buy-In

### **Scientific Data Solutions**

- Share Data between Agencies & Public
- Clear Up special inaccuracies / inconsistencies in data
  - Consistency in reporting methods
- Conducting more monitoring w/ GPS radio collars
- Science on modifying animal / human behavior
- Motorist Reporting
  - Maybe some aren't getting reported

### **Partnerships**

- Agree on / project, fund it, get a short-term win
- Matter of opinion between cooperating agencies (& NGO's)
- Define Issues & then shop it around
- Rely / Message
  - Outreach
- Reach out to non-traditional partners
- ID Stakeholder & what they bring to the table

## **Financial / Funding**

- Change law to allow private donations to agencies
- Find someone w/ fundraising skills
- Prioritization & design so we get federal dollars when they come along
- Private funding utilized for WyDOT projects
- Increase # of partners to lessen financial burden on 1
- Prioritize your needs for WyDOT
  - Consider seasonality of issue
- Creativity

## **Brainstorming = 32 Challenges**

*4 Main groups of challenges that were established*

1. Relationships
2. Data
3. Implementation
4. Funding

## **SOLUTIONS**

- Relationships (Improve)
  - Increase Awareness
    - Articles to interested groups about successful mitigation
    - Release data utilizing press releases & social media
    - Increase youth awareness
    - Make data more accessible to public
      - Make 511 app combined w/ collision data for hotspots
  - Engage People in process
  - Be willing to listen
- Data
  - Central data storage point
  - Larger landscape data (collecting)
  - Pre/post project monitoring
  - Know what animals are \_\_\_\_\_ locations
- Implementation
  - Schedule / Prioritize key areas
  - Understand process early (WyDOT)
  - Balance existing land uses
  - Having funding in place

- Funding
  - Propose optional donation on hunting/fishing licenses
  - Explore alternative funding sources
    - Tax, donations

<b>GROUP 2</b>
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## **CHALLENGES**

### 1. Funding – garnering

Search & find added value

Land Ownership – Mineral Ownership

### 2. Prioritization – different sites (putting it in the right place)

### 3. Private/Public & Agency Support

Working with guidelines / rules

Short / long term maintenance of habitat / infrastructure

Difficulty in using private / donated funds

### 4. Acquisition of data/information

Constrains – Geography

Accesses

Fence Design appropriate for migration

Public awareness /education buy-in

## **SOLUTIONS**

### 1) Funding (Sources for Funds)

- Additional fee to hunting licenses (user fee)
- .06 Sales Tax or non-consumptive fee
- Fundraisers
- Federal Grants
- More State Funding for Specific Purpose Leg Action
- Insurances
- Off Site Mitigation funding – Cont divide oil/gas development
- Common place or dedicated organization
- Umbrella org.
- “Go Fund”

- Pooling of funds states / count funds
- Prioritize funds for various project & funding (over passes /signs, etc)

## 2) Prioritization

- Use data sets
- Find where data is missing
- Local input
- Public safety
  - # of fatalities
  - # of carcasses
  - # of property damage
  - Species / population (genetics at risk herds)
- What specifies benefit first
- Create focus group to decide factors (consistent /state-wide approach)
- Biggest bang for buck items
- Species / benefits
- Identify & prioritize tools (fence vs. overpass – dms signs vs. standard signs)
- Public education, buy-in, & show success

## 3) Private / Public & Agency Support

- Public education / grade school
  - Lives saved hunter/wildlife cost savings
- Have good scientific /empirical data for issue
- Public /Social Media
- Public awareness campaigns
- Imprints in structure
- County land use plans & county comm. Resolutions
- Collaborative efforts – grass roots / diversity / all s.h.
- Show success & Track progress
- One on one conversations
- Transparency & addressing concerns
- Structure for moving on

- Leadership?
- Identify common purpose
- Identify local messengers for project “advocates”
- Other benefits to local landowners etc.
- Joint public mtgs – facilitated

4) Acquisition of data/information

- Central clearing house (areas, locations, migrations) & making it accessible
- Funding – getting
- Lots of studies – consolidate
- Define what is good info / data relevant use
- Identify sources of information / data gaps “what do we need”
- Formatting of data – consistently
- Analyze data / interpret data – consistently
- Communicate data findings to public

### GROUP 3

#### **Characteristics of Successful Collaboration / Partnerships**

1. Leadership buy in
2. Accountability to each other/citizens
3. Passion
4. Putting right people together - never give up
5. Ask, don't tell; don't think you have to answer. Local knowledge, enthusiasm.
6. Finding Champions (People interested on a local level)
7. Project 1<sup>st</sup> (comes 1<sup>st</sup>) Clear roles of participants – Communicate – Do your Part.
8. Flexible w/ Rules – Develop Trust
9. Assemble diverse groups of people interested in success
10. Don't let funding challenges stop you – Move On
11. Dedication; don't let each other down
12. Dedicated old-time locals – want to do it
13. Honest, talk & listen – Relationships
14. People willing, known NGO's – look for common interests
15. Unselfish, listen consider 'feelings'
16. Listen to opinions

#### **Current Challenges to Funding and Implementing Projects**

- 1) Obtaining "seed" money - "match" money
- 2) Contract NEPA works with lot of folks w/ fund implementation, but not NEPA
- 3) Receiving \$ is difficult, so need partners
- 4) Manage expectations –
  - Do it up front
  - Be honest
- 5) Politics – Need relationship and trust
- 6) Raising \$ - Could be a tax (SPED – 1% extra tax)
- 7) Communication – raise awareness value – measured action item
  - Diversity – how strategy to bring stakeholders together w/ different interests
- 8) Collaborative funding strategy
  - Willingness to commit
  - WHO drives the train
- 9) Set competing interests aside
  - Bureaucracies of all organizations – *trust*
  - Get in our own way w/ processes
- 10) Lack of
  - Funding shouldn't discourage



- If we value something, find a way to get it done, clear priorities are needed
  - Sometimes unintended consequences
  - Fight
- 11) Territoriality w/ strings
- Personalities
  - Time
  - Short Term results can discourage
  - Language – translate bureaucratic terms
- 12) Competing priorities can hinder
- Safety and connectivity
  - Agency resources to complete work
  - New Federal Priorities
- 13) Availability of \$
- 14) Developing consensus takes time
- Communicate out come from start
- 15) Finding Funds
- Communicating up front
- 16) Economy of Scale
- 17) Maintaining momentum is tough
- Initial support is good
  - Maintaining is tough

### **Solutions**

1. Reduce Speed w/ enforcement
2. Focus on Hot Spots
3. Empower local working groups locally – local buy-in
  - Work in back yards
4. What people want!
  - Education
  - Enforcement
5. Behavioral Changes
6. Funding Solutions & Planning
7. Look for Local Solution (LOCAL, LOCAL, LOCAL)

## GROUP 4

### Challenges (1 = Funding, 2= Communication, 3 = Constraints & Regulations, 4 = Process)

- ✓ Funding for comprehensive planning, pre-post monitoring - 1
- ✓ Funding - 1
- ✓ Re. Data and resources – how to make data independent and accessible? 1 & 4
- ✓ How to educate local people on importance of this issue? - 2
- ✓ Need stakeholder buy-in how to get it, e.g. with view sheets? - 2
- ✓ State agencies – need to find ways to tell the story of the agency as a facilitator with some sidebars not a barrier - 2
- ✓ Inconsistent messaging within agencies - 2
- ✓ Internal agency buy-in - 2
- ✓ Take organizational blinders off - 2
- ✓ Understanding others agency and organizations processes and limitations - 2
- ✓ Share resources e.g. graphics 2 & 4
- ✓ Need specificity and clarity of information and definitions need to all know what we are talking about – common body of knowledge? 2 & 4
- ✓ Who is in charge of what? To facilitate working etc. 2 & 4
- ✓ WyDot Fencing constraints and liability issues - 3
- ✓ Time - 3
- ✓ Regulatory constraints and how to address them - 3
- ✓ Prioritization balancing of competing interests - 4
- ✓ Prioritization on a cost-benefit ratio - 4
- ✓ How to find the win or compromise when there are competing interests - 4
- ✓ How to think small *and locally* – not just the big over or underpasses - 4
- ✓ Need to not be afraid to make decisions w/out viable data - 4
- ✓ Sound Science to ensure effectiveness - 4
- ✓ Competing interests, species, and other factors - 4

### Solutions

#### *Funding Category*

- Create local, multiple stake holder efforts to work w/ WyDOT, WGFD to identify problems, find solutions and advocate for funding the solution
- Create network of diverse stake holders to raise funds through outreach
- Create agreements between agencies and NGO's to facilitate a 'slush fund' to take care of wildlife situations, or take advantage of them
- Create a website w/funding available and funding needs regarding wildlife.

- 1) Funding Solutions
  - Find more ways for tourists to contribute
  - A wildlife license plate for wildlife crossings
- 2) Communication
  - The website can also be used to share all wildlife crossing info
  - Visit w/ each other to learn what is going on – have reps to provide and seek info.  
Create more local relationships between agencies and stakeholders
  - Local Relationship prioritization – make it happen
- 3) Communication Solutions
  - Use of Social media
  - Early and Often
  - Foster culture within agencies to support finding and supporting solutions regarding wildlife crossing and movements
- 4) Constraints – Regulatory Framework
  - Know regulations and why we have them
  - Know how to navigate
  - Know how to streamline
  - Revisit regulations if necessary

#### *Process - Solutions*

- Need distribution of info, press releases etc.
- Need funding for conserving collaborative processes to find solutions
- All entities internally prioritize the importance of wildlife – road issues
- Need internal champions within agencies for wildlife – road issues, e.g. in WyDOT
- Valium – to have patience with other opinions. Whiskey is good too.
- Need to build on this Summit

## GROUP 5

### Characteristics of Success

- ✓ Trust
- ✓ Begin with the End in Mind
- ✓ Clear vision
- ✓ Clear Goals
- ✓ Identifying roles & Responsibility
- ✓ Flexibility
- ✓ Listen
- ✓ Win-Win Benefits Both
- ✓ Common Interests
- ✓ Open Minded (learning)
- ✓ Action items & Deadlines
- ✓ Clear Final Destination
- ✓ Listening to all Viewpoints
- ✓ Cooperation among the group
- ✓ Cooperation of Diverse entities

### Challenges/Issues

- ✓ Public Education
  - Why deed done/important
- ✓ Competing needs for \$ Funds
  - Prioritization
- ✓ Magnitude of funding necessary
  - Expensive
- ✓ Conservation of wildlife (priority)
- ✓ Structure placement /location
  - Choosing Location
  - Data Showing Location
    - Potential challenges w/ location
- ✓ Unintended consequences of wildlife treatments
- ✓ Comprehensive landscape view
- ✓ Identify out options
  - Tunnel Vision
  - Funding
- ✓ Need to involve industry
  - Insurance
  - Oil & Gas
- ✓ Diverse Land Ownership

- ✓ Time Scheduling
- ✓ Design Time
- ✓ Government regulation
- ✓ Sticker shock
  - Public support
- ✓ Mechanism to use private funds
  - Requirements for public funding

### Challenges / Issues

- |                                                            |          |
|------------------------------------------------------------|----------|
| ▪ Funding                                                  | 10 Votes |
| ▪ Public Education / Stakeholders Public Outreach Support  | 6 Votes  |
| ▪ Comprehensive Biological View                            | 7 Votes  |
| ▪ Expanding Mitigation Options logistics (Short/Long Term) | 3 Votes  |
| ▪ Diverse Landownership                                    |          |
| ▪ Government Regulations                                   |          |

### Funding Solutions

- |                                                                                                                      |         |
|----------------------------------------------------------------------------------------------------------------------|---------|
| ▪ Contact Insurance Companies / Businesses/ Industries                                                               | 7 Votes |
| ▪ Grants                                                                                                             | 3 Votes |
| ▪ Mechanism for Public /Private Partnerships                                                                         | 3 Votes |
| ▪ Get the Right person in the room                                                                                   | 1 Vote  |
| ▪ Integrate Wildlife Projects in established projects                                                                | 8 Votes |
| ▪ Wildlife Taxes (local taxes)                                                                                       | 1 Vote  |
| ▪ Seek Untraditional Funding / Multiple Agency – Specific Person<br>Utilize partnerships (administering & Recording) | 2 Votes |
| ▪ Involve Sportsman (License Sales Donation) Specialty Plates<br>Donation on registration / license                  | 8 Votes |
| ▪ Open Range Concept Fines for killing Wildlife                                                                      | 5 Votes |

### Comprehensive Biological View – Solutions

- |                                                   |          |
|---------------------------------------------------|----------|
| ▪ Inventory / Identify Areas                      | 12 Votes |
| ○ Prioritizing                                    |          |
| ○ Research                                        |          |
| ○ Collar More Animals                             |          |
| ○ Include Diverse Stakeholders                    |          |
| ▪ Involve Public (Get Feedback buy in)            |          |
| ▪ Look Outside Collision Driven Areas             | 4 Votes  |
| ○ Look At landscape permeability                  |          |
| ○ Interconnecting (I-80)                          |          |
| ▪ Collaboration across Jurisdictions              | 1 Vote   |
| ▪ Identify Consistent Values (Human and wildlife) | 2 Votes  |
| ▪ Correct Solution, Right Place                   | 3 Votes  |

<b>GROUP 6</b>
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## CHALLENGES

### Group 1

- ID Priority project coming to agreement
- Public perception of what a project will or will not do – community support
- Public perception of group doing the project
- Local buy in and further participation
- How to educate those with negative perceptions
- Landowners, buy-in, participation

### Group 2

- Different group missions
- Urgency / timing
- Laws competing interests – ex. Highway speeds (recent increase)
- Sci-based direction vs. perception based (agreement on what to do)

### Group 3

- Completion reports, getting them to NGO's / etc.
- Expertise to write grants / fiscal admin.

### Group 4

- \$ Funding
- Time / Capacity

### Group 5

- Bureaucratic process / planning (understanding of those)
- Agency & Individual mindset “old norms”

### Group 6

- Role identification – clear & balanced
- Communication staying uninformed about process / staying comfortable connected
- Close mindedness
- Maintenance after installed
- Momentum
- Attrition - change in role /personnel
  - Volunteer retention & excitement
- Creating more challenges – where they don't exist

- Politics – different view can stall or kill a project
- 1) Public Perception / Buy-in Local / landowners / politicians
- 2) Priorities of partners involved
  - Data collection
  - Missions
  - Agreement on problems & what to do
  - Monitoring
  - Follow up
- 3) Follow up
  - Maintain
  - Monitor
  - Completion reports
- 4) Funding the whole process & capacity
  - Grants
  - Admin
  - Reports
  - Pre-data
  - Post data & maintenance
- 5) Process “Old Norms”
- 6) Team Effectiveness
  - Work together to achieve
  - Accountability

## **SOLUTIONS**

- 1) Perception
  - Define project well & educate people in advance
  - Have good data (more convincing)
  - Inclusive
  - Proactive
  - Define big picture
  - In agreement w/ partners – on same page (same message)
  - Know your public /constituents & their goals/priorities
  - Outreach, social media, partners, etc.
  - Need leadership
- 2) Priorities
  - Sharing resources available – not so to duplicate efforts
  - Knowing partners strengths
  - Education (presenting facts) getting on same playing field
  - Defining project well – steps to completion
  - Building relationships & trust among partners for follow through

### 3) Follow Up

- \$
- Capacity / resources
- Research funding options
- Need to prioritize
- Plan for follow up from the beginning
- Set reasonable goals
- Planning
- Strategic w/ goals

### 4) Funding

- Know available resources and develop
- Agency cooperation in allocating funds for planning projects
- Defined roles

### 5) Process

- Open minded WFGD – leadership WyDOT – New Process New Mindset
- Well informed planning
- Communicate early w/ NGO's, public agencies
- Aware of timelines / agency bureaucracy / NGO fundraising timing
- Wildlife highways working group
- Aware of process of different stakeholders
- New ideas coming from top down & id it as a key priority
- Proactive & aggressive

### 6) Team Effectiveness

- Communication
- ID clear roles & capacity & skill sets
- In person, face to face meetings
- Campfires, smores, beer
- Not duplicating efforts
- Leadership
- Buy-in from team / committed
- Diversity of interest & expertise
- Plans for how decisions are made



## GROUP 7

### Characteristics of Success

- ✓ Engagement
- ✓ Trust
- ✓ Listening
- ✓ Look for Win-Win
- ✓ Relationships (Enduring)
- ✓ Passion of participants
- ✓ Communication
- ✓ Public Awareness
- ✓ Common Purpose
- ✓ Creative Thinking
- ✓ Clear Mission & Diversity
- ✓ Understanding of Each other
- ✓ Humility
- ✓ Persistence
- ✓ Respect

### Challenges

- ✓ Funding
- ✓ Public Perception - is it a wise use of \$
- ✓ Education (Internally & Externally) Bottom to top
- ✓ Prioritization of projects with competing values, missions, etc, of collaborators
- ✓ Don't let established \_\_\_\_\_ get in the way of easy ops
- ✓ Unrealistic expectations
- ✓ Understanding other alternatives (matching solutions to the problem)
- ✓ Process Paralysis
- ✓ Turnover of players
- ✓ Difference processes/timeliness
- ✓ Different languages / terminology
- ✓ Landownership / Different values
- ✓ Communications to affected interests
- ✓ Not knowing who the players are
- ✓ Enough Data?
- ✓ Including monitoring for success

### Solutions

- Funding - Diverse Funding sources show current cost of collision

- Federal Trans Bill – Including migration mitigation \$
- Map 21 – Integrated plan involving diversity of partners & funding for match
- Ballot Measures at county level
- Coordinated donation campaign
- More appealing than tax
- Text a donation
- Something equivalent to lodging tax
- Off-site mitigation \$ (BLM, USPS)
- License Plate \$
- Establish a diverse working group to address the funding & other big issues
- Create an electronic “Story Map” similar to migration initiative
- Establish a “play Book” for what needs to be done and who needs to be contracted
- Identify priority areas but identify low-hanging fruit or easier /cheaper solutions
- Continue meetings including agency partners, both statewide and more local
- Need to inform involve local public early on
- Need information on all the alternatives & their effectiveness
- Speed limit signs should address why (wildlife migration corridor)
- Parking Lot - Reach out to insurance companies

<b>GROUP 8</b>
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**Characteristics of Successful Collaborations / Partnerships**

- ✓ Shared Vision
- ✓ Relationships
- ✓ Mutual Benefit
- ✓ Respect x2
- ✓ Communication x3
- ✓ Open / Honest Communication
- ✓ Cooperation
- ✓ Respect Others Ideas
- ✓ Building Relations that built trust
- ✓ Think outside the box
- ✓ Flexibility

**Challenges to Funding and Implementing Projects**

- Funding – Lack of
- Agencies – Relationships
- Competing Interests
- Buy-in – Public/Political/Agency
- Agency / Group Mission
- Egos
- Fear of Change
- Proving Effectiveness
- Cost/Benefit Ratio – est.
- Legislation – Private Property Rights
- Perception – Public
- Political Paradigm (Statewide politics)
- Agency Politics
- Site Selection / Unintended Consequences
- Esthetics
- Schedules Input / Coordination / Timing
- Regulatory Rules (NEPA)
- Surface Ownership
- Existing Surface Uses
- Terrain
- Project Prioritization

**Challenges to Funding / Improving Projects**

- Health and Human Safety

- Agreement on Solutions
- Tunnel Vision
- Lack of Wildlife Data
- Why it's beneficial (convincing ppl)
- Finding expertise
- Fear of Failure
- Resistance to fencing
- Follow-up / fixes
- Fence maintenance
- Continued Funding and evaluation

## **Challenges (Groups)**

### ***Relationships (Politics)***

- Build Trust
- Selling the Problem
- Have to have #
- An encompassing
- Willing to listen
- Tell People about what we are doing – engage people in the process
- Awareness – Articles to interested groups
- Public talks
- Media Tours
- Press Releases, Social Media
- Workshops (Like this one)
- Web Cams
- Intro info into schools
- Release States (before and after)
- Citizen science (collision reporting)
- Make data more accessible (app?)
- Interviewing public officials (involving)

### ***Lack of Data***

- Central Data Storage point
  - Insurance, WyDOT, wildlife, consistency ?
- Pre Project Planning
- Monitoring projects (gather info)
- What are animals doing at that location
- Need larger landscape data
  - Sharing Data
- Collaboration & partnerships

- ID research needs

### ***Implementation***

- Scheduling (prioritize) ID Key areas when opp. Arrive
- Understood process early (WyDOT)
- Prioritize mitigation locations (WyDOT & G&F)
- Balancing existing land uses
- Having funding in place

### ***Funding***

- Research
- Design
- Const.
- Monitoring

Find a way to engage NGO's in process

### **Solutions**

- Insurance Companies – building relationships
- Relationships take time, persistence w/message

### **Funding Solutions:**

- Hunting license fee goes to mitigation or optional donation box
- View tax (visitation tax)
- Explore Alternative funding sources
  - *Hotel Tax*
  - *Add tax to gas*
  - *Tax on outdoor recreation equipment*
  - *Realistic transfer tax*
  - *ID Priority areas in state*
  - *Taxed accordingly*
  - *Fine for hitting deer*